MEMORANDUM OF UNDERSTANDING

BETWEEN THE

CITY OF BALTIMORE

AND THE

MANAGERIAL AND PROFESSIONAL SOCIETY OF BALTIMORE, INC.

FISCAL YEARS 2005-2007

MANAGERIAL AND PROFESSIONAL SOCIETY OF BALTIMORE, INC.

TABLE OF CONTENTS

ARTICLE 1: RECOGNITION	1
ARTICLE 2: TERMS OF AGREEMENT	1
ARTICLE 3: CHECKOFF	1
ARTICLE 4: NON-DISCRIMINATION	
ARTICLE 5: RATES OF PAY	3
ARTICLE 6: EXECUTIVE PAY PLAN	
ARTICLE 7: HEALTH AND WELFARE BENEFITS	5
ARTICLE 8: TUITION REIMBURSEMENT	11
ARTICLE 9: TRAVEL	12
ARTICLE 10: HAZARDOUS DUTY PAY	
ARTICLE 11: MEAL ALLOWANCE	12
ARTICLE 12: HOLIDAYS	12
ARTICLE 13: LEAVES	13
ARTICLE 14: PROFESSIONAL DEVELOPMENT AND TRAINING	15
ARTICLE 15: ADMINISTRATIVE MANUAL POLICIES	15
ARTICLE 16: OUT-OF-TITLE WORK	16
ARTICLE 17: BENEFITS PRESERVED	
ARTICLE 18: DURATION AND TERMINATION	
ADDENDUM A: SALARY SCHEDULE FY 2004	20
ADDENDUM B: SALARY SCHEDULE FY 2005	20
ADDENDUM C: SALARY SCHEDULE FY2006	
ADDENDUM D: SALARY SCHEDULE FY 2007	
ADDENDUM E: LABOR MANAGEMENT COMMITTEE	23

THE MANAGERIAL AND PROFESSIONAL SOCIETY OF BALTIMORE. INCORPORATED

FISCAL YEARS 2005-2007

Pursuant to the provisions of Section 137 of the Municipal Employee Relations Ordinance, this

Memorandum of Understanding ("Agreement") is entered into this 1st day of July, 2004 between the

Mayor and City Council of Baltimore (Employer) and the Managerial and Professional Society of

Baltimore, Inc. (MAPS). To the extent that implementation of these points requires action by the Board

of Estimates and/or the City Council, this Memorandum will serve as a request and recommendation to

such bodies that it be so implemented.

ARTICLE 1: RECOGNITION

The Employer recognizes MAPS as the representative of professional and supervisory employees, which

is certified pursuant to the Municipal Employees Relations Ordinance to meet and confer concerning

wages, hours, and working conditions.

Upon request, and on a bi-annual basis, the Employer agrees to furnish MAPS a printout of employees

covered by this unit including titles and rates of pay.

ARTICLE 2: TERMS OF AGREEMENT

This Agreement shall cover the period from July 1, 2004, to June 30, 2007.

ARTICLE 3: CHECKOFF

A. The Employer agrees to deduct MAPS membership dues from the pay of any employee who is

certified to be represented and who has authorized in writing such deduction. The Employer shall

promptly transmit all such monies withheld to MAPS each payroll period. Such written authorizations

MAPS 2005-2007

1

shall continue in effect unless the employee is no longer represented by MAPS or revokes the authorization in writing.

B. The Employer shall provide MAPS with a printout of its dues-paying membership on a monthly basis, without charge to MAPS. The Employer shall also provide MAPS on a quarterly basis with a printout of all employees who are represented by MAPS, including classification, work location, and dues deduction status.

C. MAPS shall indemnify and hold the Employer harmless from any and all claims, grievances, actions, suits, or other forms of liability or damages that arise out of or by reason of any action taken by the Employer for the purpose of complying with the provision of this Article. MAPS assumes full responsibility for the disposition of funds deducted pursuant to this Article as soon as they have been remitted to MAPS by the Employer.

ARTICLE 4: NON-DISCRIMINATION

All provisions of this Agreement shall be applied equally to all employees (in the bargaining unit) for whom MAPS is the recognized representative without discrimination as to age, sex, marital status, race, color, creed, national origin, political affiliation, disability, religion or sexual orientation.

The Employer and MAPS agree that they shall not interfere with employees in the exercise of the rights guaranteed under the Municipal Employee Relations Ordinance (MERO). The Employer shall not discriminate against an employee in any manner because of membership in or activities on behalf of MAPS.

ARTICLE 5: RATES OF PAY

A. FY 2005

Effective July 1, 2004, employees represented by MAPS in the 100 and 600 series shall continue to receive the salaries as reflected on the attached Salary Schedule Addendum A of the Agreement.

B. FY 2006

Effective July 1, 2005, employees represented by MAPS in the 100 and 600 series shall receive a salary increase at the rate of 1.00% as reflected on the attached Salary Schedule, Addendum B. Effective January 1, 2006, employees represented by MAPS in the 100 and 600 series shall receive a salary increase at the rate of 1.00% as reflected on the attached Salary Schedule, Addendum C.

C. FY 2007

Effective January 1, 2007, employees represented by MAPS in the 100 and 600 series shall receive a salary increase at the rate of 2.00% as reflected on the attached Salary Schedule, Addendum D.

ARTICLE 6: EXECUTIVE PAY PLAN

- A. For the duration of this Agreement the salary schedule for employees represented by MAPS in the 100 and 600 series shall continue to have 6 merit levels.
- B. The Executive Pay Plan (EPP) is a procedure for providing pay increases to employees receiving benefits of MAPS. The plan provides two separate sets of criteria by which MAPS employees may obtain these increases.
- C. The first set of criteria is based on <u>performance</u> that exceeds the standards for satisfactory work performance and that results in work of a consistently high quality. Requirements for a performance-based Merit Level increase are as follows:

(1) Service time requirements:

Eligibility For	Service Requirement
Merit Level 1	1 year at Experienced Level or Flat Grade
Merit Level 2	1 year at Merit Level 1
Merit Level 3	2 years at Merit Level 2
Merit Level 4	2 years at Merit Level 3
Merit Level 5	3 years at Merit Level 4
Merit Level 6	3 years at Merit Level 5

- (2) A nomination by the Department or Agency Head by completing and submitting a Merit Increase Recommendation Form, signed personally by the Department or Agency Head.
- (3) Approval by the Executive Pay Plan Committee.
- (4) The eligibility date for a performance-based Merit Level increase is the one, two, or three-year anniversary of movement to the current Level as specified in Section #1 above. If an employee is not nominated for that date, the eligibility date becomes the next anniversary of movement to the current level.
- (5) When an employee's promotion date changes, the eligibility date for a Merit Level increase also changes.
- (6) To be considered, nominations must be received in the Department of Human Resources between sixty (60) days prior to the eligibility date and no later than thirty (30) days after the eligibility date, based on the anniversary of movement to the current level,
- D. The second set of criteria is based on <u>longevity</u> as reflected in years of continuous City service. In addition, the agency must certify that the employee meets at least a satisfactory level of performance. Requirements for a longevity-based Merit Level increase are as follows:
 - (1) Service time requirements:

Eligibility For	Service Requirement	Longevity Requirement
Merit Level 1	1 year at Experienced	10 years of continuous City service
	Level or Flat Grade	

Merit Level 2	1 year at Merit Level 1	15 years of continuous City service
Merit Level 3	2 years at Merit Level 2	20 years of continuous City service
Merit Level 4	2 years at Merit Level 3	25 years of continuous City service
Merit Level 5	3 years at Merit Level 4	
Merit Level 6	3 years at Merit Level 5	

- (1) Movement to Merit Levels 5 and 6 also requires nomination by the Department or Agency Head by completing and submitting a Merit Increase Recommendation Form, signed personally by the Department or Agency Head.
- (2) The eligibility date for a longevity-based Merit Level increase is the date at which <u>both</u> criteria (service at current level and years of continuous City service) are met.
- (3) The 90-day eligibility period for a Merit Level increase based on performance (Section C above) does not apply to a Merit Level increase based on longevity.
- E. All Merit Level increases described in C and D above may occur only:
 - (1) If the employee satisfies the appropriate time in the current Level and, for longevity-based level movements, total continuous service requirements.
 - (2) If the employee is not already at the respective Merit Level to which movement is sought.

ARTICLE 7: HEALTH AND WELFARE BENEFITS

- A. Effective January 1, 2004, health insurance costs shall be shared on the basis of the Employer assuming 80% of the total cost of coverage and the employee assuming 20% of the total cost for employees enrolled in the CareFirst Blue Cross/Blue Shield Traditional and Preferred Provider Network (PPN) plans. Effective January 1, 2005, health insurance costs shall be shared on the basis of the Employer assuming 90% of the total cost of coverage and the employee assuming 10% of the total cost for employees enrolled in Health Maintenance Organizations (HMOs).
- B. Employees covered by this Agreement are eligible for the following health and welfare benefits:

- 1. Basic Plan
 - a) Blue Cross 365 days hospitalization
 - b) Blue Shield Plan C (Traditional)
 - c) Diagnostic #4 (unlimited)
- 2. Major Medical 100% after \$200 deductible ,up to \$30,000 limit. 50/50 co-pay for covered expenses in excess of \$30,000 up to a maximum of \$225,000.
- 3. Hospital Inpatient Services 80% coverage with a \$1,000 annual out-of-pocket expense limit for individual coverage and \$3,000 annual out-of-pocket limit for family coverage. (70% coverage for out-of-network facility with \$1,500 out-of-pocket limit per individual, per occurrence).
- 4. Effective January 1, 2004, co-payments for office visits for employees enrolled in Blue Cross/Blue Shield Traditional and Preferred Provider Network (PPN) shall be as follows:

a) Ph	ysician's office visits	\$20.00 per visit
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b) Specialist office visits \$25.00 per visit

c) Routine OB/GYN Exams (one per year) \$5.00 per visit 100% of allowed benefit

d) Well Child Care through age 6 \$5.00 per office visit including immunizations and vaccines

e) Routine physical exam \$5.00 per office visit (one every three years)

f) One annual physical ages 7-12 \$75.00 maximum

g) Physical speech and Occupational Therapy \$25.00 per visit (outpatient Pre-authorization 100% allowed benefit required after 10th visit up to 100 visits)

5. Pre-and post natal care 100% allowed benefit

- 6. Sudden and serious onset coverage
- 7. In-vitro fertilization \$12,000 lifetime cap
- 8. Diabetic medical supplies 100% of allowed benefit
- 9. Diagnostic test, x-rays laboratory 100% of allowed benefit
- 10. Optical Plan benefits in effect on June 30, 2000, shall continue for the term of this Agreement, and shall apply to current and future MAPS retirees. It is understood the optical plan benefits for retirees are subject to the terms of the benefit plan and any modifications shall be in accordance with City laws or policy.
- 11. Prescription Plan.

Effective January 1, 2004, the 500 drug formulary system with a 3-tiered co-payment system shall continue as follows: \$15.00–co-payment generic drugs. \$30.00 co-payment preferred brand drugs, \$40.00 co-payment for non-preferred brand drugs for a 30 day prescription. Prescriptions filled by mail order shall be \$20.00, \$40.00 and \$60.00 respectively for a 90-day supply.

- 12. All employees enrolled in HMOs will no longer use the HMO prescription drug program.
- 13. Second Surgical Opinion Voluntary program 100% allowed benefit
- 14. Program for Extended Care facilities and Chronic Hospitalization
- 15. Alcohol and Substance Abuse Care Benefits provided through Value Options.
- 16. Hospice Care
 - a) Non-Hospital Care -100% with \$20,000 lifetime maximum
 - b) In Hospital Care 100% with \$20,000 lifetime maximum
- C. The following cost-containment provisions shall remain in effect for the duration of this Agreement.
- 1. A \$25 fee for Emergency room visits. Fee waived if admitted to hospital.

- 2. Pre-admission testing
 - a) 100% reimbursement for pre-operative laboratory tests and x-ray examinations only if performed on an outpatient basis (unless medically necessary)
 - b) 50% for same if performed on an in-patient basis
- 3. Ambulatory and Diagnostic Procedures (non-emergencies) 100% reimbursement when certain enumerated procedures performed on an outpatient (Physician's office ambulatory surgical center, outpatient department of a hospital) basis
- 4. Hospital Admissions/Discharge
 - a) No Friday, Saturday or Sunday admissions, except
 - Non-emergency situations;
 - Surgical procedures are scheduled over the weekend; or
 - Permissible when testing or surgical procedures scheduled.
 - b) Discharge from hospital within 24 hours of Doctor's release
- 5. Refer to Health Insurance Open Enrollment Booklet for further information.
- D. A catastrophic illness benefit in an amount equal to \$100,000 or an amount equal to two and one-half times the employee's annual base salary, whichever is less, will be paid in accordance with regulations promulgated by Employer. The death benefit may be paid in advance to employees who are catastrophically ill. An employee who is catastrophically ill is characterized by all of the following: (1) the employee is totally disabled and therefore cannot work for the City or any other non-City employer in an active or limited capacity, (2) the employee's medical prognosis shall state that the disabling illness which arose either suddenly or gradually is likely to cause the death of the affected employee within a two (2) year period, (3) the affected employee must apply for an ordinary disability retirement allowance or a service retirement allowance, if applicable, to be eligible for the catastrophic illness payment.

The claim must be filed within six (6) months after the claimant has become incapacitated or disabled and is unable to return to work.

The Department of Human Resources shall be charged with administering the catastrophic illness benefit and determining the eligibility of the claimant for said benefit. Upon request, the employee shall furnish the Department of Human Resources with any and all data and documentation pertaining to each claim. The Department of Human Resources may order examination of the claimant by a physician of its choice. No benefits may be paid for injuries or disabilities for which compensation was paid under (1) Workers' Compensation laws or (2) accidental disability provisions of the Employees' Retirement System.

If the claimant's death occurs before the City has made a final determination that the illness is catastrophic, but the catastrophic illness benefit has not been paid, the payment shall be made to the named beneficiary.

- Employees may transfer between Employer-sponsored health programs during the open enrollment period without penalty or exclusion of benefits. However, employees not presently enrolled in the CareFirst Blue Cross/Blue Shield Traditional Plan may not enroll in that plan after January 1, 1994, nor may an employee who leaves CareFirst Blue Cross/Blue Shield Traditional Plan return to the plan. Present enrollees may alter enrollment status (adding and removing eligible dependents) in accordance with the guidelines of the Employee Benefits Division.
- F. The Employer shall remit an annual payment of \$650 (to be paid bi-weekly) to each employee who, with satisfactory proof of alternative health insurance coverage received in another plan, elects not to take coverage under a City Health Care Plan. If, after waiving coverage under any City Health Care Plan, the employee loses coverage due to death of a spouse or other person who is a source of coverage, divorce, loss of employment, or deletion of benefits (or such qualifying event as determined by the

Employee Benefits Division), the employee may enroll in a City Health Care Plan and consequently relinquish the waiver payment. The employee must notify the City's Employee Benefits Division within 30 days after a qualifying event occurs in order to enroll in a City Health Care Plan. The Employer shall apportion the payment should an employee either enter or leave a City Health Care Plan within a calendar year.

- G. An employee shall be entitled to a Hospital Bill Audit Gainsharing payment of 33 1/3% of an overpayment (or other billing error resulting in an overpayment of the health care provider), up to a maximum of \$500 to the employee for each incident. In order to qualify for the Gainsaring payment, the employee must; (a) identify that an overpayment of more than \$250 (in the aggregate) in a hospital bill that is presented to an employee or his or her dependent and (b) notify the City's Employee Benefits Division of the error within 30 days of receipt of an Explanation Benefits from the Health Plan. Payment shall be due and made only if the error is verified and the amount overpaid actually is recovered to the City's benefit.
- H. The basic death benefit for employees shall be either \$100,000 or an amount equal to two and one-half times the employee's annual salary, whichever is less.
- I. The death benefit described above shall be converted upon retirement to an \$8,500 death benefit, with double that amount in the event of an accidental death, payable to the designated beneficiary or estate. It is understood that death benefits for retirees are subject to the terms of the benefit plan and any modifications shall be in accordance with City laws or policy.
- J. The City shall reimburse employees either \$200 or the employee's actual cost for a physical fitness/wellness program, which may include weight control classes, yoga classes, pilate classes, smoking cessation classes and stress management classes (as approved by the City), whichever is less, or a physical examination (after the Health Plan has paid all eligible services) or expenses incurred but not covered by the optical or dental plan. Reimbursement for dental care is covered during the term of

this Agreement only.

Requests for payment for either the physical fitness, physical examination, vision care, or dental care expenses can be made once per fiscal year. There is no annual cumulative affect. An employee may request and be reimbursed for only one of the four benefits. Requests must be made within 60 days of the enrollment, payment, examination or treatment date.

K. Eligible unmarried dependents who are full-time students shall be covered by Baltimore City's General Prescription Drug and Vision Care Programs until the end of the calendar year dependents reach age 23 or to the end of the year they cease being full-time students whichever occurs first. Verification of enrollment must be provided in accordance with the rules and regulations of the Employee Benefits Division. The eligibility for the vision care program shall become effective July 1, 1997.

L. Accidental Death and Dismemberment Benefits Double Indemnity

ARTICLE 8: TUITION REIMBURSEMENT

The Employer shall maintain a tuition reimbursement program administered by the Department of Human Resources. Within budgetary constraints and upon approval by the Department of Human Resources, employees shall be granted benefits under this Article and shall be reimbursed, providing the employee meets all qualifications as listed in the Administrative Manual, for up to 50% of the tuition cost of a maximum of 10 credits per semester, consisting of not more than 4 courses for taking a job-related course or in a degree program that benefits City services. Affected employees shall be further reimbursed for laboratory and administrative fees, not to exceed \$25 per semester.

ARTICLE 9: TRAVEL

The travel allowance rate shall be the business standard mileage rate prescribed by the Internal

Revenue Service (IRS).

ARTICLE 10: HAZARDOUS DUTY PAY

Employees represented by MAPS who are directly exposed to the same, immediate hazardous

environmental conditions as other non-MAPS employees, who currently receive hazardous duty pay

because of actual supervision of a program or the requirement of working in the actual conditions, are

eligible for the current established additional premium rate for all hours such as other employees who

are working in such conditions.

ARTICLE 11: MEAL ALLOWANCE

Meal allowances outlined under AM 205-16 will be paid whenever 3 or more overtime hours are

worked. Expenses must be reasonable and accompanied by receipts.

ARTICLE 12: HOLIDAYS

Leave with pay shall be granted for the following days, referred to herein as holidays:

January 1

Third Monday in January

February 12

Third Monday in February

Friday before Easter Last Monday in May

July 4

First Monday in September

Second Monday in October Fourth Thursday in November

December 25

Presidential and Congressional

New Year 's Day

Martin Luther King's Birthday

Lincoln's Birthday

President's Day

Good Friday

Memorial Day

Independence Day

Labor Day

Columbus Day

Thanksgiving Day

Christmas Day

General Election Days

MAPS 2005-2007

12

ARTICLE 13: LEAVES

- A. Employees shall be allowed to accumulate vacation leave up to a maximum number of days earnable for an 8-year period as determined by their current rate of accrual.
- B. Employees shall earn 3 personal leave days at the rate of ¼ day for each month of completed service. An employee may accumulate up to 32 days of personal leave. However, employees of the Baltimore City Police Department or any other agency that celebrates Maryland Day, Defender's Day and Veteran's Day do not earn 3 personal leave days per year.
- C. Any vacation and personal leave earned in excess of the perspective maximum accumulations will be credited to a separate accumulation and converted upon termination from City employment in the same manner and according to the same rules as sick leave.
- D. Upon separation, employees shall be paid in full for any accumulated vacation and personal leave.
- E. In addition to their accrued vacation and personal leave, employees who are pensioned or who elect to terminate their service without pension and have completed at least 20 years of service, regardless of age, shall be entitled to a bonus of 1 day's pay for each 3 days of unused sick leave at the time of their retirement and/or termination from City service.
- F. Four (4) consecutive working days' leave with pay shall be granted upon request in the event of a death in an employee's immediate family. Immediate family shall be considered a father, mother, sister, brother, spouse, registered domestic partner, children, mother-in-law, father-in-law, step, and half-blood relatives. The four (4) days shall commence at the option of the employee on the date of death or the day following the day of death or in conjunction with a memorial or funeral service.
- One (1) days' leave with pay will be authorized for the death of the employee's grandchildren, MAPS 2005-2007

grandparents, aunts and uncles. This one (1) day of leave with pay must be taken within four (4) calendar days of the date of death or in conjunction with a memorial or funeral service.

In the event that the deceased grandchild, grandparent, aunt or uncle lived in the same household as the employee making the request, the deceased grandchild, grandparent, aunt or uncle shall be considered to have been a member of the immediate family. The employee is therefore entitled to four (4) days of bereavement leave.

Up to four (4) days of accumulated vacation, personal leave or compensatory time shall be granted upon request in the event of a death of a non-relative residing in the same household as the employee.

Employees who require additional time off beyond these four (4) days may request and shall be granted additional reasonable time off charged to vacation or personal leave or compensatory time.

G. Sick Leave for Medical/Dental Appointments

Employees should make every effort to schedule medical or dental appointments during non-work hours. When is it not possible, accrued sick leave may be used for medical or dental appointments. If scheduled 3 days in advance, the use of sick leave for medical or dental appointments will not be considered an occasion under the Attendance Monitoring Program.

H. Job Injury Leave

When an employee sustains an occupational (on-the-job) injury in the actual performance of duty and is unable to work, the provisions of the Workers' Compensation Law of Maryland shall be followed.

MAPS employees will be allowed 60 workdays of job injury leave (A-time) that may be used anytime up to one year after the date of injury.

After the 60 days are utilized and for a maximum consecutive six-month period, MAPS employees who are still unable to work may charge the difference between their actual salary and the fixed "compensation amount" to one-half days of sick leave then to any other type of leave (to the extent available) for each full day of leave taken.

ARTICLE 14: PROFESSIONAL DEVELOPMENT AND TRAINING

Consistent with the needs of the government, managers may grant permission leave days and provide funding if approved by the Agency Head, if the education or experience obtained from the training will be of value to the City and the employee(s).

ARTICLE 15: ADMINISTRATIVE MANUAL POLICIES

Preface to MAPS Articles that follow the AM and laws:

The following policies and/or practices are established by the Administrative Manual, Ordinance of the City of Baltimore, or the Maryland Code of Laws. They are provided for information only, and are subject to modification to remain consistent with applicable policy or law.

Prior to changing any policy, the Employer agrees to meet and confer with MAPS. The Employer agrees to include the following Administrative Manual policies in the Memorandum of Understanding.

Grievances	210-1
Vacation	
General Policy	204-2
Payment at Termination	205-7
Sick Leave	
General Policy	204-14
Conversion	205-12
Extended	204-15
Sick Leave Donation Prog.	203-3
Payment at Termination Personal Leave	205-7
General Policy	204-4
Payment at Termination	205-7

Compensatory Leave	202-1
Death Leave	204-8
Civil Defense Leave	204-7
Jury Service Leave	204-5
Health Incentive Reim. Prg.	204-25
Leave of Absence Without Pay	208-1
Family and Medical Leave	203-2
Overtime	205-2

ARTICLE 16: OUT-OF-TITLE WORK

Whenever an employee is assigned to perform the duties and responsibilities of a higher classification for a period in excess of ten (10) consecutive working-days, he shall be paid the higher rate for such services commencing on the eleventh working-day, in accordance with the rules and regulations as set forth in the Administrative Manual. No employee shall be required to perform or shall receive compensation for out-of-title work for more than one hundred and twenty (120) days in a fiscal year.

ARTICLE 17: BENEFITS PRESERVED

All benefits previously in effect will continue to be implemented during the life of this Agreement.

ARTICLE 18: DURATION AND TERMINATION

This Agreement shall become effective on July 1, 2004, and remain in full force and effect until June 30, 2007, unless otherwise stated herein. It shall automatically be renewed from year to year thereafter unless either party shall give the other party written notice of a desire to terminate, modify or amend the Agreement. Such written notice must be provided at least ninety (90) days prior to the expiration date of the Agreement.

Signed on thisday of September, 2004 in Baltimore, Maryland.						
FOR THE MAYOR AND CITY COUNCIL OF BALTIMORE:	FOR THE MANAGERIAL AND PROFESSIONAL SOCIETY OF BALTIMORE, INC.:					
Sean R. Malone	Anthony G. Polsinelli					
Deborah F. Moore-Carter	Angelo G. Hernandez					
Larissa A. Parrish	Pamela K. Shaw					
	Michael P. Heaney					
APPROVED AS TO LEGAL FORM AND SUFFICIENCY:						
	NOTED BY THE BOARD OF ESTIMATES:					
Gary Gilkey, Special Solicitor						
	Clerk Date					

ADDENDUM A

City of Baltimore

Salary Schedule

Managerial And Professional Society

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Effective	7/1/2004								
Grade	Hiring level	Full Perform- ance	Experience level	Merit 1	Merit 2	Merit 3	Merit 4	Merit 5	Merit 6
110	36,200	37,700	44,400	45,500	46,600	47,800	49,000	50,200	51,500
111	37,700	40,100	47,200	48,400	49,600	50,800	52,100	53,400	54,700
112	40,100	42,300	48,900	50,100	51,400	52,700	54,000	55,400	56,800
113	42,300	44,100	51,300	52,600	53,900	55,200	56,600	58,000	59,500
114	44,100	46,200	53,600	54,900	56,300	57,700	59,100	60,600	62,100
115	46,200	48,800	56,300	57,700	59,100	60,600	62,100	63,700	65,300
116	48,800	50,800	59,400	60,900	62,400	64,000	65,600	67,200	68,900
117	50,800	53,300	62,100	63,700	65,300	66,900	68,600	70,300	72,100
118	53,300	56,100	65,500	67,100	68,800	70,500	72,300	74,100	76,000
119	56,100	58,700	68,400	70,100	71,900	73,700	75,500	77,400	79,300
120	58,700	62,100	71,100	72,900	74,700	76,600	78,500	80,500	82,500
121	62,100	64,500	74,800	76,700	78,600	80,600	82,600	84,700	86,800
122	64,500	67,400	78,700	80,700	82,700	84,800	86,900	89,100	91,300
123	67,400	70,300	82,100	84,200	86,300	88,500	90,700	93,000	95,300
124	70,300	74,600	86,600	88,800	91,000	93,300	95,600	98,000	100,500

Salary Schedule

Managerial And Professional Society - Flat Grade

7/1/2004 Page 1 of 2 **Grade** Flat Merit Merit Merit Merit Merit Merit Salary 1 2 3 4 5 6 616 40,500 41,500 36,700 37,600 38,500 39,500 42,500 617 37,400 38,300 39,300 40,300 41,300 42,300 43,400 618 39,200 40,200 41,200 43,300 44,400 38,200 42,200 619 39,000 40,000 41,000 42,000 43,100 44,200 45,300 620 44,500 46,700 40,300 41,300 42,300 43,400 45,600 621 41,700 42,700 43,800 44,900 46,000 47,200 48,400 622 42,600 43,700 44,800 45,900 47,000 48,200 49,400 623 43,900 45,000 46,100 48,500 49,700 50,900 47,300 624 44,900 46,000 47,200 48,400 49,600 50,800 52,100 625 46,000 47,200 48,400 49,600 50,800 52,100 53,400 626 47,400 48,600 49,800 51,000 52,300 53,600 54,900 627 48,800 50,000 51,300 52,600 53,900 55,200 56,600 628 56,600 58,000 50,000 51,300 52,600 53,900 55,200 629 51,300 52,600 53,900 55,200 56,600 58,000 59,500 630 52,600 53,900 55,200 56,600 58,000 59,500 61,000 631 58,500 60,000 61,500 63,000 54,300 55,700 57,100 632 55,400 56,800 58,200 59,700 61,200 62,700 64,300 633 56,400 57,800 59,200 60,700 62,200 63,800 65,400 634 58,200 59.700 61,200 62,700 64,300 65,900 67,500 635 60,900 64,000 65,600 67,200 59,400 62,400 68,900 636 63,900 65,500 67,100 68,800 70,500 60,800 62,300 637 70,600 62,400 64,000 65,600 67,200 68,900 72,400 638 63,600 65,200 66,800 68,500 70,200 72,000 73,800 639 64,700 66,300 68,000 69,700 71,400 73,200 75,000 640 66,000 67,700 69,400 71,100 72,900 74,700 76,600 641 67,300 72,500 74,300 76,200 69,000 70,700 78,100 642 68,700 70,400 72,200 74,000 75,900 77,800 79,700 643 69,600 71,300 73,100 74,900 76,800 78,700 80,700 644 70,700 72,500 74,300 76,200 78,100 80,100 82,100 645 71,900 73,700 75,500 77,400 79,300 81,300 83,300 646 73,100 74,900 76,800 78,700 80,700 82,700 84,800 647 74,700 76,600 78,500 80,500 82,500 84,600 86,700 648 75,800 77,700 79,600 81,600 83,600 85,700 87,800 649 77,000 78,900 80,900 82,900 85,000 87,100 89,300

78,800

80,800

82,800

650

87,000

89,200

91,400

84,900

Salary Schedule

Managerial And Professional Society - Flat Grade

Page 2 of 2

					Pi	age 2 of 2	
Effective							
07/01/2004							
651	80,000	82,000	84,100	86,200	88,400	90,600	92,900
652	81,200	83,200	85,300	87,400	89,600	91,800	94,100
653	82,300	84,400	86,500	88,700	90,900	93,200	95,500
654	83,400	85,500	87,600	89,800	92,000	94,300	96,700
655	85,300	87,400	89,600	91,800	94,100	96,500	98,900
656	86,600	88,800	91,000	93,300	95,600	98,000	100,500
657	88,600	90,800	93,100	95,400	97,800	100,200	102,700
658	90,200	92,500	94,800	97,200	99,600	102,100	104,700
659	92,000	94,300	96,700	99,100	101,600	104,100	106,700
660	93,700	96,000	98,400	100,900	103,400	106,000	108,700
661	95,800	98,200	100,700	103,200	105,800	108,400	111,100
662	97,600	100,000	102,500	105,100	107,700	110,400	113,200
663	99,600	102,100	104,700	107,300	110,000	112,800	115,600
664	101,500	104,000	106,600	109,300	112,000	114,800	117,700
665	103,500	106,100	108,800	111,500	114,300	117,200	120,100
666	103,900	106,500	109,200	111,900	114,700	117,600	120,500
667	107,700	110,400	113,200	116,000	118,900	121,900	124,900
668	109,800	112,500	115,300	118,200	121,200	124,200	127,300
669	111,800	114,600	117,500	120,400	123,400	126,500	129,700
670	113,400	116,200	119,100	122,100	125,200	128,300	131,500
671	115,500	118,400	121,400	124,400	127,500	130,700	134,000
672	117,700	120,600	123,600	126,700	129,900	133,100	136,400
673	119,700	122,700	125,800	128,900	132,100	135,400	138,800

ADDENDUM B City of Baltimore

Salary Schedule

Managerial And Professional Society

Effective	7/01/2005	Wan	agenar And T	1010331011	iai Goore	.y			
Grade	Hiring level	Full Perform- ance	Experience level	Merit 1	Merit 2	Merit 3	Merit 4	Merit 5	Merit 6
110	36,600	38,100	44,800	45,900	47,000	48,200	49,400	50,600	51,900
111	38,100	40,500	47,700	48,900	50,100	51,400	52,700	54,000	55,400
112	40,500	42,700	49,400	50,600	51,900	53,200	54,500	55,900	57,300
113	42,700	44,500	51,800	53,100	54,400	55,800	57,200	58,600	60,100
114	44,500	46,700	54,100	55,500	56,900	58,300	59,800	61,300	62,800
115	46,700	49,300	56,900	58,300	59,800	61,300	62,800	64,400	66,000
116	49,300	51,300	60,000	61,500	63,000	64,600	66,200	67,900	69,600
117	51,300	53,800	62,700	64,300	65,900	67,500	69,200	70,900	72,700
118	53,800	56,700	66,200	67,900	69,600	71,300	73,100	74,900	76,800
119	56,700	59,300	69,100	70,800	72,600	74,400	76,300	78,200	80,200
120	59,300	62,700	71,800	73,600	75,400	77,300	79,200	81,200	83,200
121	62,700	65,100	75,500	77,400	79,300	81,300	83,300	85,400	87,500
122	65,100	68,100	79,500	81,500	83,500	85,600	87,700	89,900	92,100
123	68,100	71,000	82,900	85,000	87,100	89,300	91,500	93,800	96,100
124	71,000	75,300	87,500	89,700	91,900	94,200	96,600	99,000	101,500

Salary Schedule

Managerial And Professional Society - Flat Grade

			ageriai An	a Protessi	ionai Socie	ety - Flat G	rade	
Effective	07/01/200							
	Grade	Flat	Merit	Merit	Merit	Merit	Merit	Merit
		Salary	1	2	3	4	5	6
	616	37,100	38,000	39,000	40,000	41,000	42,000	43,100
	617	37,800	38,700	39,700	40,700	41,700	42,700	43,800
	618	38,600	39,600	40,600	41,600	42,600	43,700	44,800
	619	39,400	40,400	41,400	42,400	43,500	44,600	45,700
	620	40,700	41,700	42,700	43,800	44,900	46,000	47,200
	020	40,700	41,700	42,700	43,000	44,500	40,000	47,200
	621	42,100	43,200	44,300	45,400	46,500	47,700	48,900
	622	43,000	44,100	45,200	46,300	47,500	48,700	49,900
	623	44,300	45,400	46,500	47,700	48,900	50,100	51,400
	624	45,300	46,400	47,600	48,800	50,000	51,300	52,600
	625	46,500	47,700	48,900	50,100	51,400	52,700	54,000
	626	47,900	49,100	50,300	51,600	52,900	54,200	55,600
	627	49,300	50,500	51,800	53,100	54,400	55,800	57,200
	628	50,500	51,800	53,100	54,400	55,800	57,200	58,600
	629	51,800	53,100	54,400	55,800	57,200	58,600	60,100
	630	53,100	54,400	55,800	57,200	58,600	60,100	61,600
		•	·	·	•	·	·	·
	631	54,800	56,200	57,600	59,000	60,500	62,000	63,600
	632	56,000	57,400	58,800	60,300	61,800	63,300	64,900
	633	57,000	58,400	59,900	61,400	62,900	64,500	66,100
	634	58,800	60,300	61,800	63,300	64,900	66,500	68,200
	635	60,000	61,500	63,000	64,600	66,200	67,900	69,600
	636	61,400	62,900	64,500	66,100	67,800	69,500	71,200
	637	63,000	64,600	66,200	67,900	69,600	71,300	73,100
	638	64,200	65,800	67,400	69,100	70,800	72,600	74,400
	639	65,300	66,900	68,600	70,300	72,100	73,900	75,700
	640	66,700	68,400	70,100	71,900	73,700	75,500	77,400
	641	68,000	69,700	71,400	73,200	75,000	76,900	78,800
	642	69,400	71,100	72,900	74,700	76,600	78,500	80,500
	643	70,300	72,100	73,900	75,700	77,600	79,500	81,500
	644	71,400	73,200	75,000	76,900	78,800	80,800	82,800
	645	72,600	74,400	76,300	78,200	80,200	82,200	84,300
	646	73,800	75,600	77,500	79,400	81,400	83,400	85,500
	647	75,400	77,300	79,200	81,200	83,200	85,300	87,400
	648	76,600	78,500	80,500	82,500	84,600	86,700	88,900
	649	77,800	79,700	81,700	83,700	85,800	87,900	90,100
	650	79,600	81,600	83,600	85,700	87,800	90,000	92,300

Salary Schedule

Managerial And Professional Society - Flat Grade

Effective 07/01/2005

Grade	Flat	Merit	Merit	Merit	Merit	Merit	Merit
	Salary	1	2	3	4	5	6
651	80,800	82,800	84,900	87,000	89,200	91,400	93,700
652	82,000	84,100	86,200	88,400	90,600	92,900	95,200
653	83,100	85,200	87,300	89,500	91,700	94,000	96,400
654	84,200	86,300	88,500	90,700	93,000	95,300	97,700
655	86,200	88,400	90,600	92,900	95,200	97,600	100,000
656	87,500	89,700	91,900	94,200	96,600	99,000	101,500
657	89,500	91,700	94,000	96,400	98,800	101,300	103,800
658	91,100	93,400	95,700	98,100	100,600	103,100	105,700
659	92,900	95,200	97,600	100,000	102,500	105,100	107,700
660	94,600	97,000	99,400	101,900	104,400	107,000	109,700
661	96,800	99,200	101,700	104,200	106,800	109,500	112,200
662	98,600	101,100	103,600	106,200	108,900	111,600	114,400
663	100,600	103,100	105,700	108,300	111,000	113,800	116,600
664	102,500	105,100	107,700	110,400	113,200	116,000	118,900
665	104,500	107,100	109,800	112,500	115,300	118,200	121,200
666	104,900	107,500	110,200	113,000	115,800	118,700	121,700
667	108,800	111,500	114,300	117,200	120,100	123,100	126,200
668	110,900	113,700	116,500	119,400	122,400	125,500	128,600
669	112,900	115,700	118,600	121,600	124,600	127,700	130,900
670	114,500	117,400	120,300	123,300	126,400	129,600	132,800
	,	,	,	,	,	,	,
671	116,700	119,600	122,600	125,700	128,800	132,000	135,300
672	118,900	121,900	124,900	128,000	131,200	134,500	137,900
673	120,900	123,900	127,000	130,200	133,500	136,800	140,200
	-	•	•	•	•	•	-

ADDENDUM C

City of Baltimore

Salary Schedule

Managerial And Professional Society

Effective 01/01/2006

Grade	Hiring level	Full Perform- ance	Experience level	Merit 1	Merit 2	Merit 3	Merit 4	Merit 5	Merit 6
110	37,000	38,500	45,200	46,300	47,500	48,700	49,900	51,100	52,400
111	38,500	40,900	48,200	49,400	50,600	51,900	53,200	54,500	55,900
112	40,900	43,100	49,900	51,100	52,400	53,700	55,000	56,400	57,800
113	43,100	44,900	52,300	53,600	54,900	56,300	57,700	59,100	60,600
114	44,900	47,200	54,600	56,000	57,400	58,800	60,300	61,800	63,300
115	47,200	49,800	57,500	58,900	60,400	61,900	63,400	65,000	66,600
116	49,800	51,800	60,600	62,100	63,700	65,300	66,900	68,600	70,300
117	51,800	54,300	63,300	64,900	66,500	68,200	69,900	71,600	73,400
118	54,300	57,300	66,900	68,600	70,300	72,100	73,900	75,700	77,600
119	57,300	59,900	69,800	71,500	73,300	75,100	77,000	78,900	80,900
120	59,900	63,300	72,500	74,300	76,200	78,100	80,100	82,100	84,200
121	63,300	65,800	76,300	78,200	80,200	82,200	84,300	86,400	88,600
122	65,800	68,800	80,300	82,300	84,400	86,500	88,700	90,900	93,200
123	68,800	71,700	83,700	85,800	87,900	90,100	92,400	94,700	97,100
124	71,700	76,100	88,400	90,600	92,900	95,200	97,600	100,000	102,500

Salary Schedule

Managerial And Professional Society - Flat Grade

Effective 01/01/2006 1 of 2

Grade	Flat	Merit	Merit	Merit	Merit	Merit	Merit
	Salary	1	2	3	4	5	6
616	37,500	38,400	39,400	40,400	41,400	42,400	43,500
617	38,200	39,200	40,200	41,200	42,200	43,300	44,400
618	39,000	40,000	41,000	42,000	43,100	44,200	45,300
619	39,800	40,800	41,800	42,800	43,900	45,000	46,100
620	41,100	42,100	43,200	44,300	45,400	46,500	47,700
621	42,500	43,600	44,700	45,800	46,900	48,100	49,300
622	43,400	44,500	45,600	46,700	47,900	49,100	50,300
623	44,700	45,800	46,900	48,100	49,300	50,500	51,800
624	45,800	46,900	48,100	49,300	50,500	51,800	53,100
625	47,000	48,200	49,400	50,600	51,900	53,200	54,500
626	48,400	49,600	50,800	52,100	53,400	54,700	56,100
627	49,800	51,000	52,300	53,600	54,900	56,300	57,700
628	51,000	52,300	53,600	54,900	56,300	57,700	59,100
629	52,300	53,600	54,900	56,300	57,700	59,100	60,600
630	53,600	54,900	56,300	57,700	59,100	60,600	62,100
631	55,300	56,700	58,100	59,600	61,100	62,600	64,200
632	56,600	58,000	59,500	61,000	62,500	64,100	65,700
633	57,600	59,000	60,500	62,000	63,600	65,200	66,800
634	59,400	60,900	62,400	64,000	65,600	67,200	68,900
635	60,600	62,100	63,700	65,300	66,900	68,600	70,300
636	62,000	63,600	65,200	66,800	68,500	70,200	72,000
637	63,600	65,200	66,800	68,500	70,200	72,000	73,800
638	64,800	66,400	68,100	69,800	71,500	73,300	75,100
639	66,000	67,700	69,400	71,100	72,900	74,700	76,600
640	67,400	69,100	70,800	72,600	74,400	76,300	78,200
641	68,700	70,400	72,200	74,000	75,900	77,800	79,700
642	70,100	71,900	73,700	75,500	77,400	79,300	81,300
643	71,000	72,800	74,600	76,500	78,400	80,400	82,400
644	72,100	73,900	75,700	77,600	79,500	81,500	83,500
645	73,300	75,100	77,000	78,900	80,900	82,900	85,000
646	74,500	76,400	78,300	80,300	82,300	84,400	86,500
647	76,200	78,100	80,100	82,100	84,200	86,300	88,500
648	77,400	79,300	81,300	83,300	85,400	87,500	89,700
649	78,600	80,600	82,600	84,700	86,800	89,000	91,200
650	80,400	82,400	84,500	86,600	88,800	91,000	93,300

Salary Schedule

Managerial And Professional Society - Flat Grade

Effective 01/01/2006 2 of 2

Grade	Flat	Merit	Merit	Merit	Merit	Merit	Merit
	Salary	1	2	3	4	5	6
651	81,600	83,600	85,700	87,800	90,000	92,300	94,600
652	82,800	84,900	87,000	89,200	91,400	93,700	96,000
653	83,900	86,000	88,200	90,400	92,700	95,000	97,400
654	85,000	87,100	89,300	91,500	93,800	96,100	98,500
655	87,100	89,300	91,500	93,800	96,100	98,500	101,000
CEC	00 400	00.000	02.000	05 200	07.000	400.000	400 F00
656 657	88,400	90,600	92,900	95,200	97,600	100,000	102,500
657	90,400	92,700	95,000	97,400	99,800	102,300	104,900
658	92,000	94,300	96,700	99,100	101,600	104,100	106,700
659	93,800	96,100	98,500	101,000	103,500	106,100	108,800
660	95,500	97,900	100,300	102,800	105,400	108,000	110,700
661	97,800	100,200	102,700	105,300	107,900	110,600	113,400
662	99,600	102,100	104,700	107,300	110,000	112,800	115,600
663	101,600	104,100	104,700	107,300	112,100	114,900	117,800
664	101,500	104,100	108,800	111,500	114,300	117,200	120,100
665	105,500	108,100	110,800	113,600	116,400	117,200	
003	105,500	100,100	110,000	113,600	110,400	119,300	122,300
666	105,900	108,500	111,200	114,000	116,900	119,800	122,800
667	109,900	112,600	115,400	118,300	121,300	124,300	127,400
668	112,000	114,800	117,700	120,600	123,600	126,700	129,900
669	114,000	116,900	119,800	122,800	125,900	129,000	132,200
670	115,600	118,500	121,500	124,500	127,600	130,800	134,100
	-,	-,	,	,	,	,	- , , , , ,
671	117,900	120,800	123,800	126,900	130,100	133,400	136,700
672	120,100	123,100	126,200	129,400	132,600	135,900	139,300
673	122,100	125,200	128,300	131,500	134,800	138,200	141,700

ADDENDUM D

City of Baltimore

Salary Schedule

Managerial And Professional Society

Effective 01/01/2007

Grade	Hiring level	Full Perform- ance	Experience Level	Merit 1	Merit 2	Merit 3	Merit 4	Merit 5	Merit 6
110	37,700	39,300	46,100	47,300	48,500	49,700	50,900	52,200	53,500
111	39,300	41,700	49,200	50,400	51,700	53,000	54,300	55,700	57,100
112	41,700	44,000	50,900	52,200	53,500	54,800	56,200	57,600	59,000
113	44,000	45,800	53,300	54,600	56,000	57,400	58,800	60,300	61,800
114	45,800	48,100	55,700	57,100	58,500	60,000	61,500	63,000	64,600
115	48,100	50,800	58,700	60,200	61,700	63,200	64,800	66,400	68,100
116	50,800	52,800	61,800	63,300	64,900	66,500	68,200	69,900	71,600
117	52,800	55,400	64,600	66,200	67,900	69,600	71,300	73,100	74,900
118	55,400	58,400	68,200	69,900	71,600	73,400	75,200	77,100	79,000
119	58,400	61,100	71,200	73,000	74,800	76,700	78,600	80,600	82,600
120	61,100	64,600	74,000	75,900	77,800	79,700	81,700	83,700	85,800
121	64,600	67,100	77,800	79,700	81,700	83,700	85,800	87,900	90,100
122	67,100	70,200	81,900	83,900	86,000	88,200	90,400	92,700	95,000
123	70,200	73,100	85,400	87,500	89,700	91,900	94,200	96,600	99,000
124	73,100	77,600	90,200	92,500	94,800	97,200	99,600	102,100	104,700

Salary Schedule

Managerial And Professional Society - Flat Grade

Effective	01/01/20	07				,			1 of 2
	Grade	Flat	Merit	Merit	Merit	Merit	Merit	Merit	
		Salary	1	2	3	4	5	6	
	616	38,300	39,300	40,300	41,300	42,300	43,400	44,500	
	617	39,000	40,000	41,000	42,000	43,100	44,200	45,300	
	618	39,800	40,800	41,800	42,800	43,900	45,000	46,100	
	619	40,600	41,600	42,600	43,700	44,800	45,900	47,000	
	620	41,900	42,900	44,000	45,100	46,200	47,400	48,600	
	621	43,400	44,500	45,600	46,700	47,900	49,100	50,300	
	622	44,300	45,400	46,500	47,700	48,900	50,100	51,400	
	623	45,600	46,700	47,900	49,100	50,300	51,600	52,900	
	624	46,700	47,900	49,100	50,300	51,600	52,900	54,200	
	625	47,900	49,100	50,300	51,600	52,900	54,200	55,600	
	626	49,400	50,600	51,900	53,200	54,500	55,900	57,300	
	627	50,800	52,100	53,400	54,700	56,100	57,500	58,900	
	628	52,000	53,300	54,600	56,000	57,400	58,800	60,300	
	629	53,300	54,600	56,000	57,400	58,800	60,300	61,800	
	630	54,700	56,100	57,500	58,900	60,400	61,900	63,400	
	030	34,700	30,100	37,300	30,900	00,400	01,900	05,400	
	631	56,400	57,800	59,200	60,700	62,200	63,800	65,400	
	632	57,700	59,100	60,600	62,100	63,700	65,300	66,900	
	633	58,800	60,300	61,800	63,300	64,900	66,500	68,200	
	634	60,600	62,100	63,700	65,300	66,900	68,600	70,300	
	635	61,800	63,300	64,900	66,500	68,200	69,900	71,600	
	636	63,200	64,800	66,400	68,100	69,800	71,500	73,300	
	637	64,900	66,500	68,200	69,900	71,600	73,400	75,200	
	638	66,100	67,800	69,500	71,200	73,000	74,800	76,700	
	639	67,300	69,000	70,700	72,500	74,300	76,200	78,100	
	640	68,700	70,400	72,200	74,000	75,900	77,800	79,700	
	641	70,100	71,900	73,700	75,500	77,400	79,300	81,300	
	642	71,500	73,300	75,100	77,000	78,900	80,900	82,900	
	643	72,400	74,200	76,100	78,000	80,000	82,000	84,100	
	644	73,500	75,300	77,200	79,100	81,100	83,100	85,200	
	645	74,800	76,700	78,600	80,600	82,600	84,700	86,800	
	646	76,000	77,900	79,800	81,800	83,800	85,900	88,000	
	647	77,700	79,600	81,600	83,600	85,700	87,800	90,000	
	648	78,900	80,900	82,900	85,000	87,100	89,300	91,500	
	649	80,200	82,200	84,300	86,400	88,600	90,800	93,100	
	650	82,000	84,100	86,200	88,400	90,600	92,900	95,200	

Salary Schedule

Managerial And Professional Society - Flat Grade

Effective 01/01/2007 2 of 2

Grade	Flat	Merit	Merit	Merit	Merit	Merit	Merit
	Salary	1	2	3	4	5	6
651	83,200	85,300	87,400	89,600	91,800	94,100	96,500
652	84,500	86,600	88,800	91,000	93,300	95,600	98,000
653	85,600	87,700	89,900	92,100	94,400	96,800	99,200
654	86,700	88,900	91,100	93,400	95,700	98,100	100,600
655	88,800	91,000	93,300	95,600	98,000	100,500	103,000
656	90,200	92,500	94,800	97,200	99,600	102,100	104,700
657	92,200	94,500	96,900	99,300	101,800	104,300	106,900
658	93,800	96,100	98,500	101,000	103,500	106,100	108,800
659	95,700	98,100	100,600	103,100	105,700	108,300	111,000
660	97,400	99,800	102,300	104,900	107,500	110,200	113,000
661	99,800	102,300	104,900	107,500	110,200	113,000	115,800
662	101,600	104,100	106,700	109,400	112,100	114,900	117,800
663	103,600	106,200	108,900	111,600	114,400	117,300	120,200
664	105,600	108,200	110,900	113,700	116,500	119,400	122,400
665	107,600	110,300	113,100	115,900	118,800	121,800	124,800
666	108,000	110,700	113,500	116,300	119,200	122,200	125,300
667	112,100	114,900	117,800	120,700	123,700	126,800	130,000
668	114,200	117,100	120,000	123,000	126,100	129,300	132,500
669	116,300	119,200	122,200	125,300	128,400	131,600	134,900
670	117,900	120,800	123,800	126,900	130,100	133,400	136,700
671	120,300	123,300	126,400	129,600	132,800	136,100	139,500
672	122,500	125,600	128,700	131,900	135,200	138,600	142,100
673	124,500	127,600	130,800	134,100	137,500	140,900	144,400

ADDENDUM E: LABOR MANANGEMENT COMMITTEE

September 16, 2004

Anthony Polsinelli, President Managerial Professional and Society of Baltimore, Inc. 401 E. Fayette Street, Room 400 Baltimore, Maryland 21202

Re: Labor Management Committee

Dear Mr. Polsinelli:

The joint labor-management committee established to review the current city policies and procedures for providing health and welfare benefits shall continue. The Committee will continue to find ways to increase the effectiveness and efficiency of said policies and procedures. Recommendations for policy changes shall be made to the Labor Commissioner and the Director of Human Resources by January 31, 2005.

Sincerely,

Sean R. Malone Labor Commissioner

SRM/DFMC/lw-mcn/MAPS 2005-2007.doc

cc: Elliott Wheelan
Annja Stoudmire
Gladys Gaskins
Deborah F. Moore-Carter